United Nations ECE/CES/2018/20

Economic and Social Council

Distr.: General
9 April 2018

Original: English

Economic Commission for Europe

Conference of European Statisticians
Sixty-sixth plenary session
Geneva, 18–20 June 2018
Item 3 (b) of the provisional agenda
Measuring what matters - broadening official statistics:
Session 2: How to react swiftly

Working with customers to unleash the power of data to change lives

Note by Statistics New Zealand

Summary

In 2014 Statistics New Zealand set itself the strategic vision of unleashing the power of data to change lives. This means pushing the boundaries of data analysis and use. Partnerships are at the core of the vision allowing to extend the statistical office's reach, capability and impact as New Zealand's statistics and data agency.

This document provides an overview of two new approaches taken to implement the vision. The first is a new approach in releasing experimental statistics allowing to unleash data at "any point" in the production cycle. The second approach is related to partnering with Māori, the indigenous people of New Zealand.

The document is presented to the Conference of European Statisticians' seminar on "Measuring what matters – broadening official statistics", Session 2 "How to react swiftly" for discussion.

GE.18-05418(E)

1805418

Please recycle

I. Introduction

1. New Zealand has started on an exciting evolution to increase the accessibility, usability and value of its statistical data. The data ecosystem (that is, all of the data and its suppliers and users in New Zealand) is increasingly being called on to deliver greater value to the country. Decision-makers, policy-makers, Māori and iwi, businesses, community groups, and individuals want to enhance their use of the rich data resources held in the data ecosystem to inform thinking and decisions.

2. Value is delivered through use. In order to ensure that our products and services are delivering high value to our customers, Statistics New Zealand recognised that we needed to find better ways of working with both existing and new customers. By revisiting how we think about value, we have realised the limitations of the Generic Statistical Business Process Model (GSBPM) and created a new model that has supported us to think differently about how we deliver our statistics.

Figure I
Value Model of Statistics New Zealand

Statistics New Zealand Value Model
Unleash
We unleash the power of data and statistics through our service offerings.
Discover
We seek to understand and learn from our customers and other participants in the data ecosystem.
Explore
We experiment with new data sources, methods, and products to meet changing and emerging needs.
Strategic delivery model
Sustain
Enrich
Discover
Explore
Source
Shape
Source
We source and access data in ways that are efficient and maximise reuse.
Shape
We provide robust, integrated, and easily accessible anonymised data, as close as possible to its natural form.
Enrich
We enrich New Zealand's most important data and provide quality insights in ways that are meaningful to our customers.
Sustain
We conserve New Zealand's most important information assets so they retain their value and remain accessible.

3. Two approaches we have used successfully to deliver value in different ways are presented in this document.

4. Experimental Statistics provide a mechanism to share early stage data with customers with the goal of as a minimum being open and releasing value early, and ideally getting feedback that helps to improve the value delivered in the final product.

5. The Pilot Partnerships Projects recognised the importance of partnerships and co-design to unleash the power of data to change lives.

II. Experimental statistics - Work with our customers to increase the value we deliver

6. Historically Statistics New Zealand has taken a very conservative approach to sharing data that was a final version that has gone through all the rigours that delivering official statistics entails. Quality is always important – but how good is good enough and who should decide? As the NSO we are well placed to know what good quality official statistics looks like. But we also know that our customers can gain valuable insights from

early versions of data and can also provide helpful feedback to increase the value of the final product or service.

7. One mechanism that we have used to release data early and to seek customer insights at an early stage is an Innovation website where the brand of "experimental" has been used to highlight work-in-progress data to customers.

8. The following list highlights the range of experimental statistics we have undertaken:

- Early stage Annual Balance Sheet data and methods;
- Business Performance Benchmarker;
- Experimental dwelling estimates;
- Interactive map of new dwellings consented;
- Data search bot, Living Costs explorer.

9. The key benefits we have sought through use of this channel to release experimental statistics are to:

- Improve quality by using external expertise to identify where improvements are needed, and identify potential improvements in data selection, methodologies, and assumptions to resolve issues;
- Increase engagement with customers and stakeholders, especially on issues that we want the most input on;
- Create an additional channel to obtain customer needs and preferences;
- Test whether there is broad enough demand to make these statistics part of our ongoing production and justify the cost;
- Increase customer focus, be more transparent and open.

10. One example of release of "experimental statistics" was our early stage Balance Sheets where final methodologies required assumptions to eliminate imbalances. We were keen to get input from external experts to guide the assumptions we made. At the same time key customers had indicated that they were eager to see work-in-progress estimates for their own benefit. While we saw clear benefits, we also understood there were risks. In this example the risks were seen as:

- Exposing early stage work-in-progress results might undermine the confidence of customers;
- Choosing suggestions promoted by external parties may be perceived as biasing our methods, particularly if the suggestions could be seen as self-interested;
- Increasing workload, and delayed decision-making for our teams;
- Media reporting on the work-in progress results as official and/or questioning their quality;
- Criticism of our approach and argument over methodologies that we do not agree with or may want to disengage from.

11. None of these risks did eventuate – helped by active management with clear messaging as a key mitigation tool. While the number of customers viewing our experimental series on the innovation site has been low relative to our main website, it has provided a useful forum for sharing data early with a small community of highly knowledgeable customers. The discussion and feedback has been useful and led to

improvements in products. Those that have engaged have seen value in the opportunity. We anticipate that with increased use of this approach the number of customers engaging will increase.

III. Pilot Partnership Projects (PPPs) - Improving data access and building capability for iwi and Māori

12. Partnerships are at the core of our vision to unleash the power of data. By working with others we extend our reach, capability and impact as New Zealand's statistics and data agency.

13. The relationship that New Zealand Government agencies have with Maori (the indigenous people of New Zealand) is guided by the Treaty of Waitangi (the Treaty). The Treaty principles guide Statistics New Zealand's relationships with Maori as well as Maori data needs and interests. The concept of partnership is key and the pilot partnership projects (PPP) initiative has been fundamental to strengthening a partnership approach.

14. In the past 18 months, Statistics New Zealand has helped run four data huis (gatherings) at Parliament, which focused on how partnerships can increase the value of data. The huis provide an important opportunity to work directly with iwi (tribe) leaders. We also work with and support the Iwi Leaders Group for Data, formed in 2016 as a sub-group of the Iwi Chairs' Forum.

15. In December 2015, Statistics New Zealand, the Treasury, and the Office of the Minister of Finance convened He Hui Tatauranga, the second Data Hui. Statistics New Zealand presented a plan at that Data Hui for data delivery for iwi, Māori, Pacifika, and NGOs that included delivering 2 to 3 Pilot Partnership Projects (PPP). These were seen as a means of working collaboratively on real-world issues and to use the lessons learned to develop new, relevant and innovative products and services.

16. A formal call for expressions of interest in the PPP programme was made on 2 February 2016 and, by 29 February 2016, 20 expressions had been received. Following evaluation based on the criteria of value, learning and feasibility, and the incorporation of 1 of 2 existing partnership projects, the following PPPs were formed:

Table 1
Pilot partnerships projects (PPPs)

Methodist Mission Southern – find insights from integrated data (IDI) on risks and bright spots for youth aged 15-24 years.	**Auckland City Mission** – integrate NGO data with the Integrated Data Infrastructure (IDI).
Te Runanganui o Ngāti Porou – develop an outcomes measurement framework, with a strong focus on strengths-based analysis.	**Ngāi Tūhoe** – provide insights on children at risk and on the significance of te reo Māori.
Te Mana Raraunga – create an iwi-verified rohe geographic variable to link with the integrated data (IDI).	**Waiora Pacific** – provide data to feed into a business intelligence and data visualisation tool for Iwi.
Te Tihi o Ruahine – place a Te Tihi o Ruahine staff member at Statistics New Zealand to improve her analytical and statistical capability.	**Ngai Tāhu** – project to research life pathways for tribal youth.

17. Working in partnership with iwi, Māori, and NGOs, we investigated, researched, upskilled, co-designed, introduced new data sources, shared code for reuse, built capability, designed surveys, customised tables for apps, and provided training and advice. Reports were produced – on subjects such as chronic health conditions and youth not in employment, education, or training (NEET) – and maps and tables created to inform decision-making and next steps. The following table outlines what was delivered during the PPPs.

Table 2
Results of the Pilot partnerships projects (PPPs)

Te Tihi o Ruahine 4 month placement of Te Tihi o Ruahine staff member at Statistics New Zealand – Aug-Nov 2017 Provided training and advice on development of survey questionnaire, survey tool, analysis **Ngai Tāhu** Good Outcomes Report Feb 2017 Prevalence of Chronic Health Conditions for Ngāi Tahu Population – April 2017 Data analytics capability development – Statistics New Zealand Analyst 4 week placement – May 2017 Prototype Iwi Insights Tool – August 2017 **Ngāi Tūhoe** Tuhoe interactions with child protection agencies report – Sep 2016 Tuhoe language retention and transmission report – Apr 2016 **Ngāti Porou** Baseline data from Census and IDI Complex range of health, education, government 'event' and 'at risk' data for Ngāti Porou, Maori and non-Māori living in the Tairāwhiti area	**Auckland City Mission (ACM)** Feasibility Study, Privacy Impact Assessment, Risk Assessment, Business Case for Integration, Data Dictionary ACM client data 1996-present integrated into IDI covering: Income, expenses, housing status, and household composition of ACM clients, and the services these clients use **Methodist Mission Southern** Analytical report on Otago youth not in employment, education or training (NEET) – July 2017 Maps and tables of NEET population in different regions – July 2017 Code shared for re-use by other IDI researchers **Waiora Pacific** Customised tables of 2013 Census data that Waiora Pacific built into Takiwa apps for Tainui-Waikato Iwi, Tamaki Regeneration Company, Independent Maori Statutory Board and Ngati Porou **Te Mana Raraunga** Project is still underway

18. Because of undertaking the PPPs, relationships were strengthened by working together on concrete partnerships, building trust and confidence. Communities benefitted from more informed decisions based on relevant and valued data. Organisations involved in the PPPs had a first-hand experience of the co-design process.

19. There were significant learnings, including things that went well:

- Leading with tikanga e.g., kanohi ki te kanohi – face-to-face approach;
- The iwi-relationship management – critical bridge between organisations;
- First-hand exposure to customer & internal capability development;
- Diversity of teams helped establish the partner's needs;
- Agile approach provided opportunity for refinement;

- Providing research partner with Phase 1 access;
- Making use of knowledge, learning, and assets from others;
- Partnerships added meaning to the work and gave the instant feedback necessary to improve the product;
- Collaboration with partner organisations.

As well as things that needed to be improved:

- Take time to build the relationship with the partner;
- Project leads with an appropriate level of project management training need to be assigned at the beginning of the partnership;
- PPPs need to go through a specific viability, need assessment, and scope clarification process. This will allow the identification of the appropriate benefits to be realised and the appropriate resource requirements to achieve them;
- A scaled back project management approach can be applied given the small scale, and once the benefits and scope are captured, the minimum of roles defined;
- Communications need to encourage clear and open dialogue around the agreed scope, roles and expectations, within a firm project framework where the detailed scope is managed by the project lead;
- The PPPs need to provide stretch opportunities for staff.

20. Looking to the future, we will develop even more active partnerships with iwi and Māori organisations, we will explore different ways to meet iwi and Māori needs for data and analytics by building capability. Our next partnership will be the 2018 Census data trial for iwi. In partnership with the Data Iwi Leaders Group, Statistics New Zealand is running a trial with all iwi who would like access to census data about their tribes. The service, which is free for 12 months, seeks to share more data and, with the combined expertise of iwi data technicians and Statistics New Zealand, raise the data capability of iwi.

IV. Conclusions

21. This document introduces Statistics New Zealand's new Strategic Delivery Model and provides an overview of two approaches used to work with customers to unleash the power of data to change lives. Although the approaches are quite different, they both have an outcome of increasing the value delivered through data. Both have provided valuable learnings and are helping to shape our continually changing approach as we seek to improve our delivery to our most important customers, and improve the way to anticipate and react more swiftly as an agile organisation.